

Venezuela business, England in the Alaska boundary matter, the irrigation business in the "West, and finally, I think, the toning up of the Government service generally.

"Any decent and forceful man could handle the irrigation business, and could tone up the Government service, and build up our navy and regular army. But, as to the other matters I am less sure. My usefulness in 1912 and again this year would have been because we were facing a period when there was need of vision in both national and international matters. I would have done my best work in connection with the European war, the Mexican situation, and the Japanese and Chinese situation; and also in connection with universal military service, which would not only be of prime military consequence, but of prime consequence to us socially and industrially. I would, moreover, have fought for the industrial regeneration of this country along the lines of the 1912 platform, and would have fought hard and, I think, effectively for that wise and farsighted justice which no more fears organized labor than it fears Wall Street. But when 1920 arrives no human being can tell what the issues will be. I am already an old man, and the chances are very small that I will ever again grow into touch with the people of this country to the degree that will make me useful as a leader; and a man who has been a leader, is very rarely useful as an adviser when the period of his leadership has passed.

"People always used to say of me that I was

an astonishingly good politician and divined what the people were going to think. This really was not an accurate way of stating the case. I did not 'divine' how the people were going to think; I simply made up my mind what they *ought* to think, and then did my best to get them to think it. Sometimes I failed, and then my critics said that 'my ambition had overleaped itself.' Sometimes I succeeded; and then they said that I was an uncommonly astute creature to have detected what the people were going to think and to pose as their leader in thinking it."